WORKSHEET + WORKED EXAMPLE

Plan Less Ahead. Learn More Often.

A short work cycle with a useful outcome, feedback, and sustainable capacity.

25 minutes | Agile principles · A small team cycle

Use it in three moves

1. Choose one useful outcome that fits a short cycle. Agree what can wait so the team has capacity to finish it.

2. Make a small piece of work usable and show it to the people it should help. Keep feedback close to the work.

3. Review what happened before planning the next cycle. Changes scope, support, or direction when the evidence calls for it.

Choose a small useful outcome

Agree it with the recipient. Keep a list of other needs without promising all of them now.

Agree capacity and a work-in-progress limit

What can the team finish well? Include quality, support, leave, and interruption capacity.

Break down and coordinate the work

Use visible items with an owner and a clear done condition. A meeting is optional; coordination is necessary.

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YOUR WORKING NOTES / CONTINUED

Show something usable and listen

When and with whom will you inspect the result? Avoid a demonstration that only asks for approval.

Change the plan from what you learn

Record the new evidence and what it changes. Keep the quality boundary clear.

Improve the way the team works

Ask what helped or hindered sustainable delivery and choose one change for the next cycle.

A question for me

Can people tell us that the plan no longer fits without being treated as the problem?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

Choose a small useful outcome

For the next two weeks, make one complete access-request route usable by new starters.

Agree capacity and a work-in-progress limit

Two people, four protected half-days each. No more than two items in active work; urgent support reduces planned scope.

Break down and coordinate the work

Draft the route, verify contacts, test with two starters, and publish. Done includes an accessible version and a support owner.

Show something usable and listen

At the end of week one, ask starters to use a rough version and show where they get stuck.

Change the plan from what you learn

Testing shows the backup route is unclear. Fix that before adding a second request category.

Improve the way the team works

The contact checks waited on one person. Agree a backup and earlier check next cycle.

The thinking behind it

Adaptation is not permission to keep adding work. Let learning change scope and support as well as the deadline.

The 2001 Agile Manifesto and its principles emphasize working outcomes, collaboration, adaptation, and sustainable work. This original team-cycle planner adapts those ideas beyond software; it is not a complete Scrum or other branded delivery method.

Agile Manifesto · Principles

Read You Have a Culture Problem by Nic Payne